

OIA-86/79

25 September 1979

MEMORANDUM FOR: Director, National Foreign Assessment Center  
Deputy Director, National Foreign Assessment Center

ATTENTION :   
Chief, NFAC Plans & Programs Staff

SUBJECT : Office of Imagery Analysis--Locational Disadvantages

are those which inhibit the quality of NFAC intelligence production. The principal impact of a second group of disadvantages is on the morale of our people; and, finally, there is a group of not insignificant administrative disadvantages.

2. It is important in assessing the importance of these disadvantages to bear in mind that 80-90 percent of the analysis performed in OIA is in direct support of the effort of other NFAC offices to solve intelligence problems. The remainder of OIA's analytical effort is in support of DDO and DDS&T operational programs. In sum, we are a CIA entity that exists to support other CIA entities. To make our effort as effective as possible we need the as much communication and interaction with our customers as we can possibly achieve.

3. Following are the most important disadvantages we have identified. They are grouped as indicated above and we have stated them as briefly as we could.

#### Intelligence Production Disadvantages

- OIA often is not brought into the problem definition and collection/research strategy formulation aspects of intelligence production due to physical separation and the resulting misunderstandings or lack of knowledge of potential imagery analysis contribution to a problem.
- OIA is often not aware of long-term research programs of other NFAC offices or kept well informed of fast-breaking events. As a result, we cannot take appropriate initiatives to contribute to the solution of the problem.

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- Day-to-day substantive discussions between analysts rarely occur on a face-to-face basis. Consequently, much information or ideas of common interest are not being shared, and as a result, the intelligence gain is less than it could be.
- Proper coordination, particularly of current intelligence, frequently does not occur.
- Participation in working groups and tasks forces convened to deal with crises often impaired. Frequently, the OIA analyst is not invited because it would take him too long to get there, or if he or she does attend, is separated from his information base and fellow analysts which makes it difficult for him to get ready access to needed information (e.g., the recent Cuba Crisis).
- The OIA analyst has difficulty getting ready access to sensitive or restricted data not allowed outside the Headquarters building.

Morale Disadvantages

- Out of sight-out of mind syndrome. People believe they are less visible to NFAC management than their Headquarter colleagues, and, as a result are not called on to contribute their worth and do not receive their due recognition.
- People in OIA do not share the "university" atmosphere benefits enjoyed by their colleagues at Headquarters. Instead, they are relegated to working in a refurbished warehouse located in an unattractive and dangerous slum area.
- People in OIA do not enjoy the same personal services as their colleagues at Headquarters (e.g., EAA, Credit Union hours, OMS, insurance counseling, etc.).

Administrative Disadvantages

- The cost of physical separation--both in lost man-hours and dollars--are probably much greater than most people realize. We estimate on the basis of what little data we have that

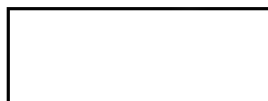


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- Inconsistencies arise between NFAC and NPIC policies and procedures regarding administrative, security, personnel and report publication matters.
- Detrimental impact on recruiting and on rotation of Headquarters people to OIA for career development.
- Until recently, complete lack of transportation services to other components of CIA (slightly improved with current shuttle service).
- Transmittal of classified data via courier or secure telephone not reliable and costly in terms of time.
- Complicates program and budget planning for the NFAC Military Decision Package.

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Director  
Imagery Analysis

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